

DEPARTMENT OF CORRECTION AND REHABILITATION

Departmental Program Structure and Outcome Measures

MISSION: To serve as an integral component of the public safety and law enforcement process in Montgomery County by maintaining secure, humane, Constitutional, and high accountability correctional programs and facilities for secure detention and community-based supervision and reintegration planning.

GUIDING PRINCIPLES: The department accomplishes its mission by developing and maintaining correctional programs that meet or exceed local, State, and national correctional standards and which are carried out through recruitment and retention of a superior and professional correctional staff.

Major principles include:

- Recruitment of quality correctional staff;
- Retention through creation of a positive work environment;
- Zero tolerance for escape to ensure community safety;
- Achievement and maintenance of accreditation of all correctional programs and facilities;
- High accountability program operations in the community to foster positive community reintegration and assure attendance at all pre-trial court hearings; and
- Maintenance of a jail environment where prisoners engage in meaningful programs that foster personal growth and development and foster improved opportunities for linkage with meaningful community programs.

Major Programs - Divisions

Director's Office: departmental oversight, planning, and internal affairs.

Detention Services: all secure detention services and programs - the Montgomery County Detention Center, the Central Processing Unit, and the Montgomery County Correctional Facility.

Pre-Trial Services: pre-trial assessment, pre-trial supervision, alternative community service, and the Intervention Program for Substance Abusers.

Pre-Release Services: Pre-Release Center (community correctional facility) and the Community Accountability, Reintegration, and Treatment Program (home detention with intensive case management and supervision).

Management Services: fiscal management, procurement, human resources, training, information technology, workforce and industries programs, and cash management.

DEPARTMENTAL OUTCOMES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Escapes from Secure Detention	0	0	0	0	0
Failure to Appear – Pre-Trial	< 3%	< 3%	3.3%	3%	2.8%
National Accreditation – Detention Center	Yes	Yes	^a No	Yes	Yes
National Accreditation – Montgomery County Correctional Facility (new)	-	-	-	Yes	Yes
National Accreditation – Pre-Release Center	Yes	Yes	Yes	Yes	Yes
National Health Care Accreditation (jails only)	Yes	Yes	Yes	Yes	Yes
Maryland State Accreditation – Detention Center	Yes	Yes	Yes	Yes	Yes
Maryland State Accreditation – Montgomery County Correctional Facility (new)	-	-	-	Yes	Yes
Maryland State Accreditation – Pre-Release Center	Yes	Yes	Yes	Yes	Yes

^aThe Department chose not to apply during its transition to a two-jail scenario; re-accreditation is expected in March, 2004.

CORRECTION AND REHABILITATION

PROGRAM:

Administration

PROGRAM ELEMENT:

Jail Workforce and Community Service Work Programs

PROGRAM MISSION:

To enhance offender employment skills and contribute to the community by operating a workforce program that provides supervised Alternative Community Service (ACS) weekender offender work crews to perform labor for public agencies and non-profit organizations, and utilizes jail inmates on re-entry employability training projects for public and non-profit organizations

COMMUNITY OUTCOMES SUPPORTED:

- Provision of low-cost, high quality labor services to public agencies and non-profit organizations by court-ordered offenders
- Job skill training, employment preparation, and reduced idleness for inmates
- Increased likelihood of rapid and meaningful/sustainable employment upon re-entry to the community

PROGRAM MEASURES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Value of ACS ^a labor to the community (\$) ^b	155,485	166,100	178,651	254,100	254,100
Value of MCCF ^a labor to the community (\$) ^b	112,596	113,201	83,919	445,633	445,600
Service Quality:					
Percentage of ACS customers satisfied	90	95	95	95	95
Percentage of MCCF customers satisfied	90	95	95	95	95
Disciplinary/security incidents	6	11	3	14	14
Efficiency:					
ACS revenue invoiced (\$)	85,425	89,112	93,100	166,300	166,300
MCCF charges to others and revenue invoiced (\$)	37,801	41,280	⁹ 38,146	212,500	212,500
Workload/Outputs:					
Number of MCCF inmates participating ^{c,d}	190	200	79	320	320
Number of public and non-profit agencies served	18	20	⁹ 18	45	45
Hours of ACS labor provided ^e	14,135	15,100	16,241	23,100	23,100
Hours of MCCF labor provided ^d	10,236	10,291	7,629	40,800	40,800
Inputs:					
Expenditures (\$) ^f	NA	NA	313,900	417,810	456,150
Workyears ^f	NA	NA	2.8	5.8	5.8

Notes:

^aACS = the Alternate Community Service Program. MCCF = the new Montgomery County Correctional Facility.

^bValued at \$11.00 per hour.

^cThe ACS community service work crew program utilizes court-referred offenders who reside in the community. These persons are not included in the number of inmates participating in the program.

^dWeekender inmates are not reflected in labor hours or inmates participating in the program.

^fHistorical detail not available through FY02. Workyears include one Correctional Officer and 25% of a Workforce Manager charged to Permitting Services in FY05.

EXPLANATION:

The Department of Correction and Rehabilitation operates an offender workforce program that, in FY05, (1) will provide two officer-supervised Alternate Community Service (ACS) program offender work crews to perform labor for public agencies and non-profit organizations, and (2) utilizes inmates from the new Montgomery County Correctional Facility (MCCF) to work on public and non-profit work projects. Revenue is collected to offset costs.

The ACS community service work crew program uses court-referred offenders who reside in the community. ACS work crews have performed thousands of hours of community service, generating over \$93,000 in revenues in FY03. This is an efficient, cost effective method for providing service to the community while allowing offenders to complete their obligation to the court and reducing the cost to the Court System. Supervised offender work crews have received praise from users, who cite cost savings, cost avoidance, and quality work, plus much-needed assistance with the provision of essential community services.

The purpose of the MCCF Workforce Re-entry Employment Training Program is to provide an opportunity for inmates to gain valuable work habits and training, thereby enabling rapid and sustainable employment upon re-entry into the community. This training activity also reduces inmate idleness, which can lead to a reduction in the incidence of violence and facility destruction. The program uses inmates from inside the Correctional Facility who are either sentenced or awaiting trial.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Montgomery County Office of Public Information, Board of Elections, Department of Permitting Services, Department of Health and Human Services, Department of Public Works and Transportation - Solid Waste Services and Division of Operations, Montgomery County Volunteer Council, Office of the County Executive, Department of Technology Services, Maryland Department of Human Services, Wheaton Urban District, Montgomery County Public Schools, Graffiti Abatement Partnership, Revenue Authority, Mental Health Association of Montgomery County, etc.

MAJOR RELATED PLANS AND GUIDELINES: Department of Justice/Bureau of Justice Assistance Jail Work and Industry Center, National Correctional Industry Association, American Jail Association, American Correctional Association, Department of Correction and Rehabilitation policies and procedures.

CORRECTION AND REHABILITATION

PROGRAM:

Alternative Community Service - Pre-Trial Services

PROGRAM ELEMENT:
PROGRAM MISSION:

To provide adults charged with misdemeanor and non-violent offenses the opportunity to perform community service as an alternative to trial, or as a condition of probation

COMMUNITY OUTCOMES SUPPORTED:

- Provide high value for tax dollars
- Provide a source of volunteer labor for accomplishing community restoration projects
- Foster respect for authority

PROGRAM MEASURES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Hours of community service provided	94,070	88,502	82,577	88,000	88,000
Number of adult clients successfully completing the program	2,329	2,615	2,415	2,400	2,400
Estimated cost savings to Criminal Justice System (\$000) ^a	2,218	2,092	1,932	2,090	2,090
Total program revenue generated (\$)	283,225	286,450	291,090	275,000	275,000
Revenue generated by paid work crews (\$)	76,000	80,291	70,922	84,600	84,600

Service Quality:

Percentage of clients successfully completing the program	85.8	85.0	85.5	87	87
Site checks performed ^b	0	32	28	84	84

Efficiency:

Average daily adult caseload per caseworker					
Full-time	144	141	130	150	150
Part-time	71	111	100	120	120
Cost per adult client placement (all referrals) (\$)	158	173	251	237	228

Workload/Outputs:

Number of adult clients referred for alternative sanctions	3,272	3,266	2,975	3,300	3,300
Number of education classes taught by staff	5	15	28	12	12

Inputs:

County (General Fund) program expenditures (\$)	448,078	496,383	717,595	751,730	751,020
Grant program expenditures (\$)	70,200	70,200	30,000	30,000	0
County-funded workyears	7.3	7.3	8.2	9.5	8.8
Grant-funded workyears	1.4	1.4	0.8	0.3	0.0

Notes:

^aBased on the mean cost of a District Court trial (excluding police overtime) at \$800 per case.

^bProgram staff visit community service placement sites to check on the work being performed and customer satisfaction with volunteers. Staff also develop new community service placement sites.

EXPLANATION:

The Alternative Community Service (ACS) program provides community service placement and monitoring for pretrial, adult first offenders and sentenced adult offenders. Offenders are referred to the ACS program by the District Court, the Maryland Division of Parole and Probation, and the State's Attorney's Office. Offenders provide volunteer services to public and non-profit agencies. On average, each offender provides 30 hours of volunteer service. Pretrial offenders who successfully complete the ACS program avoid trial and are eligible to have their criminal record expunged. Offenders participating in this program are assessed a fee ranging from \$50 to \$150, depending on income.

In addition, the ACS program supports the Department of Correction Offender Work Force Initiative. The ACS program provides the source of labor for the community service work crew. This crew is assigned to complete projects under contract to other County or community agencies. The contracting agency reimburses the Department for the cost of the crew supervisor - a Master Correctional Officer assigned to the ACS program. The reimbursement also covers the cost of supplies and equipment used in the project.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: District Court, State's Attorney's Office, Office of the Public Defender, Maryland Division of Parole and Probation, Bar Association, Police Department, community non-profit organizations, government agencies.

MAJOR RELATED PLANS AND GUIDELINES: Montgomery County Code, Chapter 13, Section 13-24, Article 27, Section 726A.

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PROGRAM: Central Processing Unit		PROGRAM ELEMENT:			
PROGRAM MISSION: To streamline the arrest booking process for the benefit of police patrol personnel as well as correctional staff, and to provide more time for patrol officers to perform community policing strategies while avoiding dual processing efforts					
COMMUNITY OUTCOMES SUPPORTED: <ul style="list-style-type: none">• Enhanced public safety• Effective community policing• High value for tax dollars					
PROGRAM MEASURES	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Police work hours saved by using centralized booking	NA	NA	30,261	32,140	32,500
Service Quality:					
Percentage of arrestees completely processed ^a	100	100	100	100	100
Average time to book an arrestee (hours)	NA	NA	3	3	3
Efficiency:					
Processing cost per arrestee (\$)	142	141	152	157	163
Workload/Outputs:					
Number of criminal arrestees processed	12,008	11,634	11,087	11,738	12,300
Number of traffic/civil case arrestees processed	2,031	2,095	2,103	2,163	2,260
Number of arrestees incarcerated	8,229	8,718	8,136	8,640	8,980
Number of arrestees released on personal recognizance	5,681	4,886	4,098	5,125	5,710
Number of arrestees transferred to other jurisdictions	129	125	141	136	135
Inputs:					
Expenditures (\$000)	2,107	1,931	2,313	2,328	2,473
Workyears: uniformed personnel	25.9	23.3	23.8	24.8	24.8
Workyears: civilian personnel	12.6	13.8	13.0	12.0	12.0
Notes: ^a Only criminal arrestees are processed to this extent via the State's Arrest Booking System (ABS). Traffic and civil cases are not fingerprinted, nor is their information entered into the ABS.					
EXPLANATION: The Central Processing Unit at the Montgomery County Detention Center represents a joint undertaking of the Montgomery County Police, the Department of Correction and Rehabilitation, and the District Court of Maryland. This Unit handles the booking and processing of all adults arrested for criminal activity and for numerous traffic offenses and civil cases in the County. Central Processing differs from the process historically used in Montgomery County in that dedicated staff located in a centralized facility (at the Montgomery County Detention Center) conduct some of the tasks which were formerly performed by the arresting officers, e.g. fingerprinting and photographing arrestees, checking for prior arrests and outstanding warrants, and appearing with the arrestee before the District Court Commissioner. The primary goals of the Central Processing Unit are to (1) free police officers from arrest processing responsibilities to allow more time to be spent on proactive problem solving and community outreach programs; (2) improve the cost effectiveness of the arrest process by reducing task times and maintaining the quality of fingerprints, photographs, arrest reports, and Criminal Justice Information System data; and (3) enhance security during arrest processing and maintain security at intake. The Central Processing Unit operates seven days a week, twenty-four hours a day.					
PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Federal, State, County, and local law enforcement agencies; State's Attorney's Office; District and Circuit Courts of Maryland.					
MAJOR RELATED PLANS AND GUIDELINES: Police arrest booking procedures, State Arrest Booking System operating procedures, Detention Center Policy and Procedure 300-33, Memorandum of Understanding for Central Processing Unit.					

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PROGRAM:

Central Services - Pre-Release Services

PROGRAM ELEMENT:

All but Food Services

PROGRAM MISSION:

To provide medical, maintenance, security, accounting, and other support services to the Pre-Release Center (PRC) and to the Community Accountability, Reintegration, and Treatment (CART) Program in order to ensure the health and safety of offenders, staff, and the community and to help offenders become productive citizens, while complying with all applicable standards

COMMUNITY OUTCOMES SUPPORTED:

- Healthy and safe offenders, staff, and community members
- Respect for the law
- High value for tax dollars

PROGRAM MEASURES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Number of sick call sessions ^a	246	240	235	250	586
Percentage of offenders remaining drug/alcohol free ^a	99.9	99.9	99.9	99.9	99.9
Service Quality:					
Percentage of regulatory inspections passed	100	100	100	100	100
Maryland Occupational Safety and Health compliance ^b	Yes	Yes	Yes	Yes	Yes
Health inspection compliance (quarterly)	Yes	Yes	Yes	Yes	Yes
Fire inspection compliance (annual)	Yes	Yes	Yes	Yes	Yes
Efficiency:					
Cost per hour for facility maintenance by residents (\$) ^c	0.25	0.25	0.25	0.25	0.25
Cost per resident - medical services (\$)	1,100	1,233	1,022	1,068	1,231
Annual cost per resident for drug testing (\$)	350	300	330	345	274
Workload/Outputs:					
Hours of service provided within the PRC by resident workers	33,307	34,000	37,344	34,000	34,000
Number of resident financial accounts managed	937	868	869	900	900
Number of drug tests administered ^{a,e}	70,297	59,414	59,927	74,120	51,800
Inputs:					
Expenditures (\$000) ^d	812	836	890	897	^f 347
Workyears	7.6	7.6	7.6	7.6	^f 5.9

Notes:

^aIncludes offenders in the Pre-Release Center and in the Community Accountability, Reintegration, and Treatment (CART) Program.

^bMaryland Occupational Safety and Health inspections are done every two years unless incidents warrant more frequent review.

^cResidents are paid two dollars a day for 8 hour shifts.

^dFood costs have been excluded. They are included in the program measures display that covers all food services for the Department of Correction and Rehabilitation.

^eChanges in the number of urinalyses (FY02 - FY04) reflect the changes in utilization patterns associated with the new ocular scan testing at the Pre-Trial Services Unit and the Community Accountability, Reintegration, and Treatment Program. The Pre-Release Center no longer does drug testing for Pre-Trial Services. The 20 inmate increase in the Bureau of Prisons population estimated for FY04 will add 3,120 tests.

^fThe recommended FY05 budget includes reductions and reallocations of a manager and fiscal staff. Costs and workyears for the urinalysis unit are included in this program for the first time.

EXPLANATION:

This program encompasses management and support functions for the Pre-Release Center (PRC) and for the Community Accountability, Reintegration, and Treatment (CART) Program. Since the PRC and CART involve community corrections programs, these support services are critical to ensuring the health and safety of community members, as well as offenders and staff. Drug testing is conducted to ensure a drug free environment and to assist offenders in behavioral change. Offenders contribute to the programs by paying fees and providing services to offset the County's need to provide maintenance and groundwork. Indeed, a large portion of facility maintenance is done with resident labor supervised by correctional staff. This program covers the accounting functions of Pre-Release Services, including management of work release accounts for offenders and of CART fees. Contracts, audit compliance, and State and County inspections for health, fire, and OSHA requirements - as well as resident medical services, substance abuse testing, and facility security - are also handled within this program.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Department of Health and Human Services - Public Health Services; Montgomery County Fire and Rescue Service, Police, and Finance departments; Occupational Safety and Health Administration; Maryland Occupational Safety and Health.

MAJOR RELATED PLANS AND GUIDELINES:

CORRECTION AND REHABILITATION

PROGRAMS: Central Services - Pre-Release Services; Operations - Detention Services		PROGRAM ELEMENT: Food Services			
PROGRAM MISSION: To provide food services to meet the nutritional needs of persons committed to the Montgomery County Department of Correction and Rehabilitation					
COMMUNITY OUTCOMES SUPPORTED: • Healthy adults • High value for taxpayer dollars					
PROGRAM MEASURES^a	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Inmate/resident meal plans meet 100% of the Recommended Daily Nutritional Allowance for the population served	Yes	Yes	Yes	Yes	Yes
Service Quality:					
Credit for liquidated damages ^b for non-performance imposed at the MCDC ^c (\$)	3,600	6,320	10,978	NA	NA
Credit for liquidated damages ^b for non-performance imposed at the PRC ^c (\$)	1,500	700	500	NA	NA
Inmate, resident, and staff complaints and grievances about food services	NA	40	43	20	0
Efficiency:^d					
Cost per inmate meal - MCDC (\$)	1.11	1.14	2.00	1.07	1.09
Cost per inmate meal - MCCF (\$)	NA	NA	1.16	1.07	1.09
Cost per resident meal - PRC (\$)	1.62	1.59	1.33	1.07	1.09
Cost per staff meal - MCDC (\$)	1.11	2.00	2.00	2.00	2.04
Cost per staff meal - MCCF(\$)	NA	NA	2.00	2.00	2.04
Cost per staff meal - PRC (\$)	1.62	2.00	2.00	2.00	1.10
Workload/Outputs:					
Number of inmate meals served at MCDC	810,316	805,437	109,500	109,800	169,700
Number of staff meals served at MCDC	41,522	47,008	29,826	47,580	50,370
Number of resident meals served at PRC	120,389	132,708	143,365	148,230	169,700
Number of staff meals served at PRC	5,475	5,496	5,495	10,980	10,950
Number of inmate meals served at MCCF	NA	NA	728,200	719,190	788,400
Number of staff meals served at MCCF	NA	NA	8,522	102,480	101,100
Inputs:					
Expenditures (\$000)	1,311	1,587	1,595	1,970	2,624
Workyears ^e	1.0	1.5	13.4	23.0	22.0
Notes: ^a Effective November 2002, the food service contract was terminated, and the Department took over operation of Food Services. ^b "Liquidated damages" consist of monetary fines levied against the contractual food service vendor for non-compliance with contract standards regarding policies and procedures, meal hours, diets, menu requirements, food quality, deliveries, staffing, training, sanitation, etc. Due to the change to self-operation of Food Services, no liquidated damages apply for FY04 and thereafter. ^c The MCDC is the Montgomery County Detention Center, the PRC is the Pre-Release Center, and the MCCF is the Montgomery County Correctional Facility (which opened in March, 2003). ^d Costs per meal at each facility were determined on a sliding scale under the contract through November, 2002. The numbers reported are the averages for the fiscal year. ^e One County employee (1 workyear) was originally assigned as Contract Administrator for the food services contract. Effective 12/31/01, a food service coordinator was hired to assist with this responsibility. Ten correctional officers to provide security and oversight were budgeted under Custody and Security through FY03; however, as of FY04, no correctional officers support Food Services. These officers were replaced by ten Correctional Dietary Officers, now budgeted under Food Services. An additional 11 positions have been added to Food Services to support self-operation as staff are hired to replace contract workyears.					
EXPLANATION: Food Services for the Department of Correction and Rehabilitation were contracted to a private vendor from November 1995 through October 2002. Effective November 2002, the food service contract was terminated, and food service operations have become self-operated by the Department. Inmates are served three meals per day on a daily basis; residents at the Pre-Release Center also receive three meals per day. Staff meals are provided in the amount of one meal per eight-hour shift worked.					
PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:					
MAJOR RELATED PLANS AND GUIDELINES: COMAR 10.15.03 (Food Service Facilities), Montgomery County Code Chapter 15, Montgomery County Executive Regulation 11-93, American Correctional Association Standards, Maryland Commission on Correctional Standards, National Commission on Correctional Health Care Standards for Health Services, National Academy of Sciences/National Research Council Recommended Daily Allowances.					

CORRECTION AND REHABILITATION

PROGRAM:

Community Accountability, Reintegration, and Treatment (CART)

PROGRAM ELEMENT:
PROGRAM MISSION:

To provide a community correctional alternative utilizing intensive casework, supervision, family-based treatment, and electronic monitoring in the offenders' homes to facilitate community reintegration of offenders while ensuring community safety

COMMUNITY OUTCOMES SUPPORTED:

- Successful reintegration of incarcerated offenders
- Self-sufficient citizens
- Safe citizens and communities
- Respect for the law
- High value for tax dollars

PROGRAM MEASURES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Number of offenders successfully released ^a	150	175	141	180	180
Number of escapes ^b	0	0	2	0	0
Percentage of offenders' families participating in education groups	98	99	99	100	100
Service Quality:					
Percentage of offenders successfully released ^a	95	96	93	97	95
Percentage of offenders remaining substance free	93	96	92	97	95
Percentage of staff meeting training requirements	95	96	100	100	100
Efficiency:					
Average daily cost per offender served (\$)	39	41	54	40	40
Jail beds saved	15,547	13,403	11,052	16,425	15,700
Workload/Outputs:					
Number of offenders participating in the CART Program	245	223	197	250	270
Average daily population	42	37	33	40	43
Community service hours provided by offenders	3,976	3,488	2,696	4,320	2,900
Number of family sessions completed by caseworkers	1,987	1,280	1,224	2,000	2,000
Reimbursement received from Federal Bureau of Prisons (\$)	21,765	8,855	29,938	32,000	32,000
Inputs:					
Expenditures (\$000) ^c	798	803	774	846	785
Workyears ^d	11.7	12.8	11.6	11.5	10.5

Notes:

^aOffenders not successfully released are returned to the Pre-Release Center or secure confinement at the Montgomery County Detention Center or the Montgomery County Correctional Facility.

^bAn offender leaving supervision constitutes an "escape."

^cExcludes certain costs for Federal prisoners.

^dA Correctional Specialist was transferred to the PreRelease Center in FY03 in response to growing resident offender caseloads.

EXPLANATION:

The CART Program falls between secure confinement and parole/probation and ensures community safety while facilitating community reintegration. CART is noteworthy for the services provided to offenders and their families in the home utilizing intensive casework supervision with electronic monitoring. The program provides incarcerated offenders who are nearing release with opportunities to change themselves and their life situation prior to release. Since the offenders are released back into the community from secure confinement, the focus of the CART Program is to facilitate behavior change in the home and community while working in conjunction with the families, so that the offender is better prepared to live as a productive citizen. The program is designed to encourage and reinforce responsible behavior and productive lifestyles by individually assessing each resident and developing a treatment plan specifically designed to address the behaviors that contributed to their criminal behavior. Most of the participants in the CART Program reenter the work force at the Pre-Release Center after initial programming that includes substance abuse education and life skills classes. Some offenders go to CART immediately after a short incarceration at the Montgomery County Correctional Facility. Upon transfer to the CART Program, participants attend employment, group counseling, community service work, community-based therapy, and self-help groups. Weekly family meetings are conducted in the home by caseworkers, and the offender's family members/significant others are also provided education, support, and referrals to assist in facilitating systemic change.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Department of Juvenile Justice, Federal Bureau of Prisons, Police, Department of Health and Human Services, District Court, Circuit Court, Sheriff, Parole and Probation, offender's families, employers in the metro area, treatment provider agencies.

MAJOR RELATED PLANS AND GUIDELINES: Section 11-717 of the Correctional Services Article of the Annotated Code of Maryland (Montgomery County Work Release/Pre-Release Programs); Montgomery County Code, Article II (Work Release/Pre-Release Programs).

CORRECTION AND REHABILITATION

PROGRAM: Custody and Security - Detention Services ^a		PROGRAM ELEMENT:			
PROGRAM MISSION: To assist in maintaining public safety by securely confining inmates legally committed to the Montgomery County Detention Center					
COMMUNITY OUTCOMES SUPPORTED: <ul style="list-style-type: none">• Safe communities• Respect for authority• High value for tax dollars					
PROGRAM MEASURES	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL^c	FY04 BUDGET	FY05 CE REC
<u>Outcomes/Results:</u>					
Number of escapes	0	0	0	0	0
Number of attempted escapes	0	0	0	0	0
Number of inmate-on-inmate assaults	148	155	143	155	158
<u>Service Quality:</u>					
Inmate counts conducted	2,271	2,334	2,841	4,430	4,430
Outside security patrols	1,825	1,825	8,245	12,775	12,780
Interior security patrols ^b	335,800	337,625	376,606	552,800	570,300
Shakedowns/cell searches	30,953	33,574	35,214	39,700	41,200
Staff use of force (incidents)	151	132	129	106	108
<u>Efficiency:</u>					
Cost per day per inmate for secure incarceration (\$)	43.67	55.38	66.38	60.04	62.66
<u>Workload/Outputs:</u>					
Number of inmates committed	8,435	8,770	8,986	9,000	9,810
Average daily population	732	727	759	845	862
Number of inmate disciplinary reports	1,355	1,278	1,319	1,150	1,770
<u>Inputs:</u>					
Expenditures (\$000)	11,668	14,695	18,385	18,519	20,981
Workyears	201.0	263.0	262.5	266.3	293.5
<u>Notes:</u> ^a Also includes the Custody and Security - Detention Services portion of the Care of Federal Prisoners Program. ^b Interior security patrols are conducted regularly within the correctional facilities, using specified times and beats, to ensure that doors are locked, the wiring for key circuits has not been cut, video monitors are unobstructed, etc. ^c The FY03 Actual reflects the opening of the facility in Clarksburg, which began to receive inmates on March 22, 2003.					
EXPLANATION: The staff of the Custody and Security Section at the Detention Center maintains the security of the facility and custody of the inmates 24 hours per day, year round. This is accomplished by conducting inmate counts, security patrols, and cell searches, as well as the supervision of all inmate programs and services (meals, medical and educational programs, etc.). The opening of the new facility in Clarksburg will lead to decreases in some of the above measures due to procedural changes and the new physical plant (e.g., fewer separate housing areas and therefore fewer cells to be searched). Also, direct supervision means fewer inmate assaults. In addition, outside security patrols will increase significantly due to the assignment of full-time perimeter patrol officers to the evening and midnight shifts.					
PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: County and municipal police, Sheriff's Department, Immigration and Naturalization Service, U.S. Marshals, FBI, DEA, U.S. Attorney's Office, State's Attorney's Office, Montgomery County Government Employees Organization, Public Defenders, District Court, Circuit Court, Parole Commission, etc.					
MAJOR RELATED PLANS AND GUIDELINES: American Correctional Association, Maryland Commission on Correctional Standards, Chapter 13 Montgomery County Code, Department of Correction and Rehabilitation Policies and Procedures.					

CORRECTION AND REHABILITATION

PROGRAM:

Inmate Services - Detention Services

PROGRAM ELEMENT:

Medical Services

PROGRAM MISSION:

To provide medical and dental care and services to all incarcerated inmates in compliance with recognized health care, legal, and correctional standards

COMMUNITY OUTCOMES SUPPORTED:

- Safety of individuals with mental illness and/or who pose a suicide risk
- Citizens who are physically and mentally healthy

PROGRAM MEASURES
**FY01
ACTUAL**
**FY02
ACTUAL**
**FY03
ACTUAL**
**FY04
BUDGET**
**FY05
CE REC**
Outcomes/Results:

Rate of referrals for outside specialty services (%)	NA	NA	9.3	9.0	9.0
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Service Quality:

In compliance with correctional and community medical standards ^a	Yes	Yes	Yes	Yes	Yes
Inmate referrals for outside consultations	773	827	771	968	776
Percentage of inmates taking medications	NA	NA	60	52	60

Efficiency:

Cost per admission screening (\$)	NA	NA	5.40	5.40	4.99
Cost per physical examination (\$)	NA	NA	8.90	8.75	8.90
Average cost of medications per inmate (\$)	NA	NA	60.86	63.00	62.00

Workload/Outputs:

Admissions screenings	7,883	8,771	7,196	11,132	9,220
Number of physicals performed	2,897	2,999	3,124	4,009	3,249
Infectious disease screenings: TB	2,650	2,750	2,656	3,500	2,616
Infectious disease screenings: HIV and hepatitis	56	131	364	189	312
Sick call requests by inmates	804	902	3,609	3,912	7,060
Number of times inmates are seen by medical staff ^b	8,499	10,637	23,028	18,759	19,000
Number of inmates seen for dental visits	2,452	2,281	2,132	2,818	2,640
Inmates sent out for emergency treatment	175	211	168	244	144
Inmates admitted to the hospital	67	74	78	136	75
Total hospital days provided to inmates	342	397	354	553	436
Average daily medications administered	659	680	736	798	757
Number of days of on-site IV therapy ^c	NA	10	143	326	124
Number of inmates receiving on-site IV therapy ^c	NA	1	21	17	14

Inputs:

Expenditures (\$000)	3,433	4,874	2,746	3,778	4,766
Workyears	16.5	24.7	27.3	27.3	27.4

Notes:

^aStandards established by the American Correctional Association, the National Commission on Correctional Health Care, and the Maryland Commission on Correctional Standards.

^bThe number of inmates seen by medical staff does not include medication pass contacts.

^cThe number of inmates and total days of on-site IV therapy depend upon the number of inmates who develop infections, which is difficult to predict.

EXPLANATION:

The Medical Services Unit at the Montgomery County Detention Center (MCDC) provides legally-mandated medical and dental care to inmates, including emergency, acute, and chronic care; detoxification; prenatal care; preventive education; and care of the terminally ill. If inpatient care and treatment are required, hospital services are provided under a contractual agreement. Since the new Montgomery County Correctional Facility (MCCF) opened in Clarksburg in FY03, medical and dental care has been provided primarily at the MCCF, with a small satellite unit at the MCDC. The County's Department of Health and Human Services works directly with the Medical Services Unit to provide services in the control and treatment of communicable disease.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Contractors providing physicals, pharmacy, laboratory, and radiological services; Managed Care Innovations; County and municipal police; Sheriff's Department; Department of Health and Human Services; Metropolitan Washington Council of Governments - Health Care Subcommittee; local hospitals; private community providers.

MAJOR RELATED PLANS AND GUIDELINES: National Commission on Correctional Health Care Standards, American Correctional Association, Maryland Commission on Correctional Standards, Department of Correction and Rehabilitation Policy and Procedure 200-12.

CORRECTION AND REHABILITATION

PROGRAM:

Inmate Services - Detention Services

PROGRAM ELEMENT:

Mental Health Treatment

PROGRAM MISSION:

To diminish the potential for suicide at the Montgomery County Correctional Facility (MCCF) and the Montgomery County Detention Center (MCDC) through the proper identification, housing, treatment, and followup of inmates who suffer from mental illness and pose a high risk for suicide

COMMUNITY OUTCOMES SUPPORTED:

- Safety of individuals with mental illness and/or who pose a suicide risk
- Citizens who are physically and mentally healthy

PROGRAM MEASURES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Number of suicide gestures/attempts	21	16	18	19	20
Number of successful suicides	0	0	0	0	0
Service Quality:					
Number of assessments performed by MCCF and MCDC therapists ^a	1,961	2,185	2,093	2,570	2,647
Number of inmates referred to psychiatrist for initial assessment ^b	694	693	848	820	845
Efficiency:					
Cost per month per inmate housed in the Crisis Intervention Unit (\$)	1,368	1,512	2,452	2,219	2,237
Mental Health Services referrals per therapist workyear	582	546	374	514	529
Workload/Outputs:					
Referrals to Mental Health Services at the MCDC/MCCF	1,961	2,185	2,093	2,570	2,647
Referrals to Mental Health Services at the new Montgomery County Correctional Facility (MCCF)	NA	NA	NA	TBD	1,177
Number of inmates admitted to the Crisis Intervention Unit (CIU) ^c	221	218	261	252	260
Average monthly census of inmates housed in the CIU	26	24	29	36	37
Number of inmates referred to the psychiatrist for follow-up medications	1,078	1,157	1,712	1,360	1,401
Number of suicide screening forms reviewed ^d	9,576	7,717	8,328	9,000	9,270
Inputs:					
Expenditures (\$) ^e	426,679	447,191	853,259	950,616	1,025,173
Total workyears	7.4	9.6	9.6	10.0	10.0
Therapist workyears	3.0	4.6	5.6	5.0	5.0

Notes:

^aThis number includes assessments performed by Clinical Assessment and Triage Services (CATS) of the Department of Health and Human Services, which is located at the Detention Center.

^bThe relatively low number of inmates referred to the psychiatrist for initial assessments and for medication (relative the total number of referrals for assessments received by mental health staff) is an indication that recommendations for psychotropic medications are made on a conservative basis - usually involving those individuals who are already on medication when admitted to the MCDC. It is also an indication that the triaging by mental health professionals is effective as it relates to management of mentally ill inmates.

^cThe number of inmates admitted to the Crisis Intervention Unit (CIU) may not actually reflect the number of inmates requiring special housing. Admissions to the CIU are driven by beds available, and some inmates' conditions are so severe that they are housed in the CIU throughout their incarceration. Additionally, one cell was eliminated in 2002. In FY04, the CIU at the new Montgomery County Correctional Facility will house a maximum of 40 inmates.

^dThese forms are designed to identify inmates at risk for suicide.

^eThese figures do not include the cost of officers assigned to CIU posts, but since FY02, they include three additional psychiatric nurses.

EXPLANATION:

The Crisis Intervention Unit employs a Therapeutic Program Manager and five full-time therapists to assess all inmates requiring crisis intervention or mental health services. These therapists are also responsible for the assessment, management, and treatment of acute chronic mentally ill inmates whose condition is so severe that it precludes them from being housed with the general population. These inmates may pose a risk for suicide and require special supervision, intervention, treatment (psychotherapy and/or psychotropic medication), and housing in the Crisis Intervention Unit (CIU).

Mental health referrals have increased over the last five years as jail intakes have risen. Psychiatric nurses are responsible for treating those inmates who get discharged from the CIU and for developing individualized treatment plans as well as providing support for the psychiatrist. As such, they are able to promptly identify and refer for treatment any inmate who requires treatment.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: County and municipal police, Sheriff's Department, Department of Health and Human Services, District and Circuit Courts, Office of the Public Defender, Criminal Justice Coordinating Commission, National Alliance for the Mentally Ill, other community-based agencies.

MAJOR RELATED PLANS AND GUIDELINES: National Institute of Corrections Technical Assistance Report; COMAR 10.07.12.05, 10, 13; Department of Correction Policy and Procedures 200-17 and 200-18: Suicide; National Commission on Correctional Health Care Standards for Medical and Mental Health Care.

CORRECTION AND REHABILITATION

PROGRAM:

Intervention Program for Substance Abusers (IPSA)

PROGRAM ELEMENT:
PROGRAM MISSION:

To divert first-time offenders charged with minor drug violations to education and treatment programs that provide an opportunity for the offenders to change their behavior and avoid having a criminal record

COMMUNITY OUTCOMES SUPPORTED:

- Decreased substance abuse
- Enhanced public safety
- Respect for authority
- High value for tax dollars
- Decreased burden on the Courts

PROGRAM MEASURES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
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Outcomes/Results:

Number of offenders successfully completing the IPSA program	350	394	454	400	450
Cost savings to the criminal justice system from trials avoided (\$000)	280	335	363	320	360
Service hours provided to the community	7,950	9,534	11,048	10,050	10,800
Increased knowledge of the consequences of drug use	Yes	Yes	Yes	Yes	Yes

Service Quality:

Rate of successful completions (%)	77	81	88	87	87
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Efficiency:

Cost per active client (\$)	428	455	518	513	579
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Workload/Outputs:

Number of referrals to IPSA from the State's Attorney's Office	683	620	820	650	850
Number of eligible clients enrolled in the IPSA program	532	505	700	530	730
Number of clients receiving alcohol/drug education	634	604	663	650	380
Average daily caseload	201	222	278	210	210
Fees collected (\$) ^a	74,407	102,164	136,417	77,000	127,000

Inputs:

Expenditures (\$)	305,100	336,578	425,164	422,080	513,080
Workyears	5.5	5.5	4.5	5.5	6.5

Notes:

^aOffenders enrolled in the program are assessed an administrative fee for participation ranging from \$100 to \$350, depending on income.

EXPLANATION:

The Intervention Program for Substance Abusers (IPSA) provides an opportunity for first-time offenders charged with misdemeanor drug violations to participate in an education or treatment program that acquaints them with the potential consequences of continued drug use, facilitates a self-evaluation of their current behavior, and interrupts the risk-taking behavior as a means of intervention. The IPSA program is a collaborative effort of the Department of Correction and Rehabilitation, the State's Attorney's Office, and the Montgomery County Police Department. Referrals to IPSA are made by the State's Attorney's Office. Minimum participation is 12 weeks for those assigned to the education track and 20 weeks for those assessed as needing outpatient substance abuse treatment. Offenders who successfully complete the program can have their criminal case *nolle prossed* and their record expunged. Those who are not successful have their cases referred for trial.

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: District Court, State's Attorney's Office, Office of the Public Defender, Montgomery County Police Department, Department of Health and Human Services, Addiction Services Coordination, Division of Parole and Probation.

MAJOR RELATED PLANS AND GUIDELINES: Criminal Justice Coordinating Commission Task Force on Alternative Sanctions.

CORRECTION AND REHABILITATION

PROGRAM:

Pre-Trial Services Unit

PROGRAM ELEMENT:
PROGRAM MISSION:

To reduce incarceration costs and provide defendants with needed treatment by maximizing the supervised release of pre-trial defendants from detention while maintaining a high appearance rate for court hearings and a low recidivism rate while defendants are released in pre-trial status

COMMUNITY OUTCOMES SUPPORTED:

- Ensure that persons in need of substance abuse, mental health, or other treatment receive appropriate services
- Ensure the safety of all citizens
- Foster respect for authority
- Provide high value for tax dollars

PROGRAM MEASURES

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Percentage of defendants not re-arrested while under pre-trial supervision	96.6	97.0	97.2	96.0	98.0
Percentage of defendants appearing for court proceedings/trial	97.6	97.2	96.7	96.0	99.0
Percentage of defendants whose bond is revoked while under supervision	2.9	2.2	2.2	5.0	6.0
Number of defendants successfully discharged from pre-trial supervision	917	1,564	1,578	1,390	1,545
Service Quality:					
Percentage of defendants successfully discharged from pre-trial supervision	93.8	95.1	98.1	90.0	93.0
Average length of time a defendant is under pre-trial supervision (days)	129	108	105	100	95
Efficiency:					
Average daily cost per defendant under supervision (\$)	2.93	2.56	5.45	4.20	6.24
Average cost per defendant assessment (\$) ^a	51.22	52.81	60.20	38.05	53.95
Workload/Outputs:					
Number of defendants assessed (includes all referral sources) ^a	7,973	8,028	7,170	8,100	8,100
Pre-trial defendants monitored in community daily by Supervision Section	0	0	0	345	373
Number of defendants appearing for Montgomery County Detention Center bond hearings released to pretrial supervision	747	1,028	1,064	800	816
Number of defendants enrolled in pretrial supervision	1,197	1,545	1,518	1,400	1,428
Percentage of defendants classified to intense, maximum, or medium field supervision	81	89	95	84	89
Number of supervision reports provided to courts	1,669	2,011	2,430	2,200	2,354
Inputs:					
Expenditures - Assessment Section (\$)	408,346	423,995	431,653	469,790	430,285
Expenditures - Supervision Section (\$)	453,079	561,335	686,155	706,480	834,435
Workyears - Assessment Section	6.0	6.0	6.0	6.0	5.0
Workyears - Supervision Section	6.0	7.0	8.0	7.0	8.8

Notes:

^aAssessments are made to determine a defendant's eligibility for supervised pre-trial release from detention.

EXPLANATION:

The Pre-Trial Services program is comprised of the Assessment Section and the Supervision Section. The program provides assessment and community supervision services for defendants awaiting trial in Montgomery County. The Assessment Section provides verified criminal and social history to the courts as part of the bond hearing process, thereby aiding the courts in their decision-making with regard to a defendant's suitability for pretrial release. The Supervision Section provides community monitoring for all pretrial defendants referred by the courts. Defendant monitoring includes screening for alcohol and drug use, monitoring the defendant's compliance with bond conditions, reminding the defendant of upcoming court appearances, periodic warrant checks to determine if a defendant has engaged in criminal activity while on pretrial release, and notifying the courts of bond condition violations or concerns about a defendant's behavior or activities which suggest that s/he may be unsuitable for continued community supervision.

The Pre-Trial Services program defendant rearrest and failure-to-appear rates (both averaging 3%) are well below national averages as reported by the Pre-Trial Resource Center (14.6% and 22.4%, respectively).

PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: District and Circuit Courts; State, local and municipal police agencies; Sheriff; Department of Health and Human Services; State's Attorney.

MAJOR RELATED PLANS AND GUIDELINES: National Association of Pretrial Services Agencies standards, American Bar Association standards for pretrial services agencies, Court decisions regarding the rights of pretrial defendants (i.e. *Stack v Boyle*, *United States v Salerno*), Maryland statutes and rules (Maryland Rules 4-216, Article 5, section 202).

CORRECTION AND REHABILITATION

PROGRAM: Residential Services - Pre-Release Center	PROGRAM ELEMENT:				
PROGRAM MISSION: To provide a community residential alternative that falls between probation/parole supervision and secure confinement for male and female offenders and that ensures community safety while facilitating successful community reintegration					
COMMUNITY OUTCOMES SUPPORTED: • Successful reintegration of incarcerated offenders • Safe citizens and communities • Self-sufficient citizens • Respect for the law					
PROGRAM MEASURES	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
Outcomes/Results:					
Number of residents successfully released ^a	489	454	447	500	492
Percentage of residents leaving program with housing	99	98	99	98	94
Percentage of residents leaving program with employment	99	98	75	99	84
Service Quality:					
Maintenance of voluntary program accreditation by the American Correctional Association	Yes	Yes	Yes	Yes	Yes
Maintenance of program accreditation by the Maryland Commission on Correctional Standards	Yes	Yes	Yes	Yes	Yes
Percentage of residents successfully released	90	90	90	90	87
Efficiency:					
Cost per job placement (\$)	205	215	190	215	206
Cost per community treatment placement (\$) ^b	102	101	97	112	106
Payments received from the Federal government for Federal residents participating in the pre-release program (\$000)	190	260	654	749	764
Room and board contributions from Federal residents (\$000)	22.4	22.1	58.0	72.0	60.0
Workload/Outputs:					
Number of people screened/evaluated for services	876	814	845	990	946
Number of people participating in the pre-release program	692	645	672	730	700
Average room/board paid per resident (\$) ^c	519	^e 500	473	500	500
Average daily population of Federal residents participating in the pre-release program	8	10	26	30	30
Inputs:					
Expenditures (\$000) ^{d,f}	2,539	2,612	2,758	2,838	3,130
Workyears ^g	43.4	41.2	42.4	42.4	44.3
Notes: ^a The reasons that residents typically do not make it through the Pre-Release Center (PRC) are drug or alcohol use and failure to be accountable for their time at work and other locations. Residents who are not successfully released are returned to secure confinement. ^b A community treatment placement links an offender with a community provider of mental health and/or substance abuse services. ^c Based on an average three month stay at the PRC. ^d Includes only salaries (with no offset for the Federal payment). Operating expenses are included in the Central Services Program. ^e The reduction in residential room and board payments was due to the increased difficulty of finding employment for unskilled residents, resulting in lower wages and longer job searches. ^f Employment and community placement costs will be offset by additional revenues from housing a greater number of Federal prisoners starting in FY04. ^g This figure has been corrected as of FY03 to show interns in the PRC that were erroneously included in the CART program.					
EXPLANATION: The Pre-Release Center (PRC) program is noteworthy for the array of services offered to clients, the carefully structured design of the program, and the conscientious application of rules and standards. The Center provides incarcerated offenders who are nearing release with opportunities to change themselves and their life situation prior to release. The program is designed to encourage and reinforce responsible behavior and productive lifestyles by individually assessing each resident and developing a treatment plan specifically designed to address the behavior that contributed to criminal behavior. The following programs may be included in the individualized treatment plan: Basic Substance Abuse Recovery, Relapse Prevention, Job Readiness and Retention, Work Release, tutoring (GED) classes, counseling, Life Skills Education, Domestic Violence Prevention, Stress/Anger Management, Parenting, Moral Reconation Therapy, volunteer work, community-based therapy, and community-based support groups. Offenders' family members/significant others are also provided education, support, and referrals to assist in facilitating systemic change. Offenders residing in Maryland may be provided further transition assistance through the non-residential pre-release CART program (Community Accountability, Reintegration, and Treatment). At a minimum, PRC residents are released back into the community with a job, cash savings, housing, and increased social problem-solving skills. Since the majority of offenders are released back into the community, the focus of the PRC is to return them to the community and their families better prepared to live as productive citizens. Montgomery County's Pre-Release Center has been cited as an "exemplary project" by the Department of Justice, as a "program model" by the National Institute of Justice, and as a "national resource center" for county programs by the National Institute of Corrections.					
PROGRAM PARTNERS IN SUPPORT OF OUTCOMES: Police, Department of Health and Human Services, District Court, Circuit Court, Sheriff, Parole and Probation, offenders' families, major employers in the metropolitan area, and treatment provider agencies.					
MAJOR RELATED PLANS AND GUIDELINES: Maryland State Law - Section 11-717 of the Correctional Services Article of the Annotated Code of Maryland entitled Montgomery County Release/Pre-Release Programs; Montgomery County Code, Article II: Work Release/Pre-Release Programs; Maryland Commission on Correctional Standards for Adult Community Facilities; American Correctional Association Standards for Adult Community Residential Services.					